



REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY
HEADQUARTERS AND HEADQUARTERS COMPANY
1ST BRIGADE 1ST ARMORED DIVISION
APO AE 09074



AETV-THN

SUBJECT: Leadership Philosophy

1. Leading. Leaders must set the example at all times. Remain calm, especially in a crisis. Focus on what is important, not merely what is urgent. Listen. Build your bench – nobody can be indispensable. Take the initiative and encourage your subordinates to do the same. Empower them to make decisions and back them up.

2. Training. This is Job #1 when not in combat. Make it doctrinal, realistic, relevant, and do it to standard. Every Soldier must be a lethal and survivable warrior, and must be able to fight across the full spectrum of operations. Focus on the basics. All of our drills should be bloodless battles, and all our battles should be bloody drills.

3. Maintaining. This applies to Soldiers and machines. Maintenance is our lifeblood – every Soldier, weapon, or tool left behind can be measured in lives, friendly and enemy, on the battlefield. It takes everyone, from Private to Colonel, to stay fit to fight and to pull their fair share of the load.

4. Caring. *Leaders*, take care of your troopers. They, not our equipment, are our greatest assets. *Troopers*, take care of your buddies. Treat each other with dignity and respect. Your lives depend on mutual trust – forge those bonds now so they will be there in combat. *All of us* must take care of our own and one another's families. A family can be a terrible liability or a source of great strength during a crisis. Make sure it is the latter by investing time in your family and seeing to their welfare.

5. Teamwork. Our common goal is to make this Brigade Combat Team the best it can be. We can only do this cooperating and competing against common high standards, not each other. Share good ideas, cross talk, and root for each other to succeed.

6. Discipline, Standards, and Morale. Pay attention to those little things, too. They add up fast. History has shown that discipline is more important than simple numbers. Discipline leads to success, and success leads to good morale. It all begins with each of us doing that right thing...even if nobody is watching.

7. Safety. This is not a task, but a condition of everything we do. Make it part of your mental checklist for every task you perform. And take it home with you – safety doesn't stop at the front gate.

8. Common Sense. If it's dumb, it's not our policy. If it's good for your unit or its mission, and it's legal and ethical, don't ask my permission. You already have it.

9. Basic Expectations. I expect members of the Ready First Brigade Combat Team to personify the Army's values. Strive to excel, but not at the expense of each other. Be polite, physically fit, and look sharp. Seek self-improvement. Keep your chain of command informed. Take care of your families and each other and whenever you can...HAVE FUN.

IRON SOLDIERS!

//ORIGINAL SIGNED//
SEAN B. MACFARLAND
COL, AR
COMMANDING